DEPARTMENT OF EDUCATION

BUSINESS PLAN 2001-02

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1.0 Introduction

During the past year, the Department of Education was reorganized into three branches and two supporting units reporting to the Deputy Minister. The branches and supporting units are now: Public Education, Acadian and French Language Services, Higher Education and Adult Learning, Corporate Services and Corporate Policy.

The reorganization resulted in improved coordination within the education sectors of P-12 and post-secondary education and streamlining of service delivery to clients of the Department. In addition, the administrative support services such as finance, human resources, information technology have been combined under one structure to ensure closer linkages between those support functions.

The Nova Scotia Council on Higher Education was replaced with the Nova Scotia Advisory Board on Colleges and Universities. The new Board will continue the Council's work with universities and take on new responsibilities for community colleges and student assistance This direction, coupled with the combining of higher education and adult learning, will enable the department to better respond to the learning needs of adults, encourage continuous learning throughout one's life, and provide a more coherent and cohesive response in carrying out its labour market development responsibilities.

The branch responsible for marketing educational services was transferred to the Department of Economic Development to facilitate greater coordination in marketing Nova Scotia in other countries whether it be focused on business development or encouraging foreign students to apply to our post-secondary institutions. The Labour Market Secretariat was also transferred to the Department of Economic Development and under that department will continue in its role to coordinate provincial input into the Canada/Nova Scotia Strategic Partnership Agreement. The Department of Education continues to have a strong role in this federal/provincial agreement and continues in its mandate to provide leadership in developing Nova Scotia's labour force. In addition, some responsibilities for school capital construction have been transferred to the Department of Transportation and Public Works to better coordinate infrastructure development and expertise in the province.

The Department is now poised to better address the challenges facing Nova Scotia and move forward with the priorities outlined in this Business Plan.

Key Challenges

The following are the key challenges facing the Department of Education in 2001-02:

- Putting education on a sustainable foundation while meeting Nova Scotia's education and training needs.
- Assist Nova Scotians in developing to their full potential.
- Improving the level of technology to enable access and opportunity across Nova Scotia.

- Ensuring access to post-secondary education and training for all Nova Scotians.
- Building a strong base for economic growth and diversification through education and training.
- Encouraging a culture of continuous learning.

The business plan that follows outlines an action plan to address these key challenges.

2.0 Mission

The Department's goals, guiding principles, and strategies help develop an environment where education and training are valued, achievement is celebrated, and learners are provided with opportunities and tools for rewarding and successful learning experiences.

Our mission is...

to provide excellence in education and training for personal fulfilment and for a productive, prosperous society.

Belief statements that underpin this mission statement reflect the Department's commitment to access to lifelong learning opportunities, full participation at all levels of the education and training system for all Nova Scotians, and accountability of all partners.

3.0 Goals

The Government of Nova Scotia has adopted six goals for public policy initiatives. These goals provide a framework for departmental activities.[1]

1. To put and keep Nova Scotia's finances in order.

2. To put crucial services - health, education, social - on a sustainable foundation.

3. To provide responsible, accountable governance.

4. To create conditions that help the economy grow.

5. To provide Nova Scotians with opportunities to learn throughout their lives, so they can continue to succeed in a rapidly changing world.

[1]Note that the priorities indicated in section 5 below will reference each of the government themes by the numbers indicated above.

6. To foster an environment that allows and encourages Nova Scotians to work, live, raise families and stay in Nova Scotia.

The Department of Education's goals are focussed on fulfilling the government goals and objectives and fall within these six main goals. The Department of Education goals for 2001-02 are:

- To provide quality public education and training
- To promote access to post-secondary education
- To ensure accountability
- To use technology as an enabler
- To address diversity through education
- To promote successful career transitions and lifelong learning

The priorities that follow support these goals and the goals and objectives of Government.

4.0 Core Businesses and Support Functions

The mandate of the Department of Education spans the public school system, community colleges, universities, a comprehensive system of adult learning, public libraries, and other programs and services to support lifelong learning. The core business and support functions of the Department can be defined under four areas: P-12 education, higher education and adult learning, policy and corporate services.

- ***P-12 Education***
  - coordinates the development and implementation of programs, courses, and educational services for the provincial public school system
  - coordinates the development and implementation of services for students with special needs and other student support services
  - assists school boards in developing and coordinating professional development programs
  - coordinates the development of specialized educational programming and services to support the African–Nova Scotian and Mi'kmaq communities
  - negotiates and administers federal assistance programs provided under Official Languages in Education Program for French First and Second Language Programs
  - develops and administers assessments in elementary and junior high schools for program and system evaluation data
  - participates with the other Atlantic provinces in developing examinations to monitor student and system performance in math, science, and language arts (including French immersion programs)
  - participates in the national School Achievement Indicators Program (SAIP), reporting on Nova Scotia results against national standards, and in the Program of International

Student Assessment (PISA), reporting on Nova Scotia results in comparison to international standards
- participates with other Atlantic Departments of Education to monitor implementation of the Atlantic Canada curriculum
- provides technology services and resources to support the curriculum
- provides advice to school boards on all matters pertaining to public education

- ***Higher Education and Adult Learning***
  - advises the provincial government on all matters relating to universities, community colleges and Collège de l'Acadie
  - provides funding to universities and the community college system
  - provides a range of programs and services for adults, including community-based and family literacy, workplace education and coordinates programs leading to the Nova Scotia High School Diploma for Adults
  - leads or participates in federal-provincial negotiations related to post-secondary education, labour market and skills development initiatives
  - funds, develops and delivers apprenticeship training and journey-person certification in the designated trades, and partners with other provinces/territories in the development of apprenticeship training and certification standards
  - regulates private career colleges
  - provides a range of programs, goods and services that ensure that adult Nova Scotians with disabilities can effectively participate in post secondary training with their able bodied peers
  - provides teacher certification and classification functions and maintains teacher service records
  - promotes the development and delivery of strategic partnerships to create resources and services for out-of-school youth attempting to secure labour market attachment
  - develops policy and administers the Canada and Nova Scotia student loan programs
  - coordinates library services and promotes library cooperation at national, regional, and provincial levels
  - provides consulting and support services to public libraries
  - coordinates the development of adult programs and services to support the African Nova Scotian and Mi'kmaq communities

- ***Policy***
  - coordinates the development, communication, and evaluation of policy for all departmental jurisdictions
  - undertakes strategic and business planning for the department
  - develops and maintains a comprehensive management information system and statistical service relating to public education matters
  - coordinates, in consultation with Intergovernmental Affairs, interprovincial and intergovernmental relations in matters relating to the responsibilities of the Department
  - coordinates provincial immigration matters

- administers the *Freedom of Information and Protection of Privacy Act* and supports the implementation of records management for the Department
- manages departmental information resources, library services, and print and electronic publishing initiatives

- ***Corporate Services***
  - provides comptrollership functions and administers provincial grants to school boards, community colleges, Collège de l'Acadie, universities, community-based learning organizations and public libraries
  - undertakes grant-recipient audits, facilities planning, and equipment acquisition
  - provides support to school boards on financial matters and monitors financial accountability of school boards
  - provides audit, research, and analysis functions in support of financial planning and decision making
  - responsible for all accounting and financial management services
  - provides human resource expertise to management in all areas of departmental human resource administration and occupational health and safety, as well as support for periodic teachers collective bargaining and related activities
  - provides cost-effective Wide Area Network (EDnet) communications and services to schools, school boards, community colleges and libraries for access to the Internet by students, teachers, and the public
  - operates central computer systems for school board administration
  - manages the school capital construction program, the emergency capital program, and the school indoor air quality program
  - monitors school boards' student transportation systems
  - operates the school book bureau
  - provides planning, development, implementation, maintenance, and support services in the areas of computer hardware and software, custom applications, local and wide area networks, and information technology training

5.0 Priorities for 2001-02

Goal 1: Quality Public Education and Training

The Department will undertake education renewal initiatives to address key issues and concerns affecting education in Nova Scotia. Issues for renewal will be identified to improve the quality of education and to ensure our education dollars are spent wisely to meet the need for strong accountability, achievement of provincial standards of performance, and optimal use of resources for efficient and effective service to Nova Scotians. (Government Goals 1, 2, 3, and 4)

Continuing the Department's commitment to improving literacy, the Active Young Readers initiative will be implemented province-wide during the 2001-02 school year. This initiative will provide increased emphasis on the effective teaching of reading in grades 4-6, as well as continue to provide leadership and support for Active Young Readers in grades p-3. (Government Goals 4, 5 and 6)

A new Canadian History course will be introduced for Grade 11. This new course will be piloted in 2001-02 (February 2001 for Acadian schools). Students entering Grade 10 in September 2001 are required to complete Canadian History, African Canadian Studies, Mi'kmaq Studies or Acadian History before graduating from high school. This course will ensure that all students have opportunities to learn about their Canadian heritage. Another new course, Histoire de l'Acadie 11, will be piloted in Acadian schools in 2001-02. (Government Goals 5 and 6)

The Department is working on new advanced course options and programs for high school students. These course options and programs are cross-curricular, make innovative use of technology and provide a more direct link with universities. (Government Goals 4 and 6)

After extensive consultation, the Report of the Special Education Implementation Review Committee will be submitted in the Spring of 2001. Consideration will be given to the recommendations and a multi-year funding plan will be developed to ensure strong supports are in place to assist students with special needs. (Government Goals 2 and 3)

A new Code of Conduct, which emphasizes a proactive approach to establishing a climate of respect, responsibility and self-discipline in schools, will be introduced in September 2001. (Government Goals 2 and 5)

In order to fulfil the Department's mandate of providing suitable schools and equipment, the Department will:

- build 17 new schools for delivery by 2004;
- oversee the addition and alteration program for major renovations to existing school buildings; and

- work with school boards and other provincial departments to identify and resolve environmental problems in schools.

The Department is currently conducting a survey of school renovation and maintenance projects. This survey will help determine the priority of each project and will be used to determine which renovation and maintenance projects will be undertaken over the 2001-02 fiscal year. (Government Goals 1, 2, 3, 4, 5 and 6)

A Provincial Education Council will be established. The council will provide a mechanism to ensure that the needs and concerns of youth are heard by the Minister and addressed. (Government Goals 3 and 5)

Goal 2: Promote Access to Post-Secondary Education

To address key issues facing the post-secondary education sector, education renewal initiatives will be identified to ensure the post-secondary system is designed to meet the needs of Nova Scotia. These initiatives will aim at maintaining what works well and making changes where they are needed. To ensure strong economic growth in the province and the prosperity of Nova Scotians, the post-secondary education sector must focus on building a strong citizenry, addressing our labour market needs, ensuring a strong research capacity, and assisting Nova Scotians to develop to their full potential. (Government Goals 1, 2, 3, 4, 5 and 6)

In recognition of the training needs of Nova Scotians, the Department will increase the base budget of the Nova Scotia Community College (NSCC). This is the second budget year that additional support has been targeted for the NSCC. This additional funding will result in further growth of the College in strategic training sectors consistent with the Government's economic and social agenda and as mandated by the College's legislation. (Government Goals 2, 4, 5 and 6)

The Department will maintain a strong Acadian Post-Secondary Education system by exploring and fostering greater synergies between the Collège de l'Acadie and Université Ste. Anne. (Government Goals 1, 2, 3 and 5)

A policy for designating post-secondary education institutions that are student loan eligible will be drafted, debated and considered over the next six months. (Government Goals 5)

The Department will work with the Nova Scotia Community College to ensure that education and training opportunities are closely tied to economic growth sectors in the province. (Government Goals 4, 5 and 6)

Goal 3: Ensure Accountability

Common assessments for public schools provide an important accountability measure as to how well the education system is performing. The Grade 6 English language arts assessment will be administered in Spring of 2002 to assess the literacy skills of all grade 6 students. The assessment results will be used by the Department, boards and schools to coordinate efforts to support students who have not demonstrated an acceptable level of language skill. During the spring of 2001, a grade 5 mathematics assessment will be administered. Parallel assessments for Francophone students will also be developed and administered. (Government Goal 3)

The Department will continue to administer Atlantic Canada Examinations in grade 12 English language arts, biology, chemistry, and physics. A mathematics examination will be implemented in January 2003. (Government Goal 3)

As the lead department on immigration matters, discussions will begin with Citizenship and Immigration Canada to negotiate a framework agreement for immigration in Nova Scotia. Discussions will involve avenues for promoting immigration to the province, opportunities for research and information sharing, policy and funding issues, and confirmation of federal and provincial roles and responsibilities in this area. (Government Goals 1, 3, 4, 5 and 6)

The Department will develop a set of performance indicators to measure achievement at universities and community colleges, in consultation with their boards and senior administration. (Government Goal 3)

Goal 4: Use Technology as an Enabler

The school boards will be implementing a Common Financial System in 2001-02 to help improve the efficiency and effectiveness of school board operations. As part of the Integrated Data Management Project, SAP's financial management modules will be implemented. As well, initial scope and project planning for SAP's human resources and payroll modules will be addressed. (Government Themes 1, 2 and 3)

The Information Economy Initiative (IEI) will continue in 2001-02. This initiative continues to put thousands of new computers and technological links at the fingertips of students, teachers, businesses and community members across Nova Scotia. This investment is designed to stimulate economic development and learning in every corner of the province. (Government Goals 1, 4, 5 and 6)

In the context of a knowledge based economy, the universities play a critical role in developing highly qualified individuals for the labour market. The Nova Scotia Government will make further strategic interventions to enhance the innovation cycle in the province. (Government Goals 1, 4, 5 and 6)

The Department will work with school boards and the college system to explore the use of information and communications technology in the delivery of programs and services. (Government Goals 5 and 6)

As participants in the CNIB's VISUNET Canada Partners Program, Nova Scotia's public libraries will provide enhanced library services to print disabled library users in their own communities. This partnership will provide access to an extensive multi-format collection in braille, audio, electronic text and described videos for adults and children, in addition to the locally held collections of Talking Books. (Government Goals 5 and 6)

In partnership with the Media Awareness Network and the Canadian Library Association, Nova Scotia's public libraries are implementing the Network's Web Awareness program highlighting the challenges and issues that arise as children and young people go on the Internet. Regional library staff have been trained to provide workshops to parents, teachers, and librarians on three main topics: on-line marketing to children and privacy issues; on-line safety and offensive and inappropriate content; and authentication of online information. (Government Goals 5 and 6)

Goal 5: Address Diversity Through Education

The *Racial Equity Policy* will be approved in the Fall of 2001. An instrument to identify bias in materials and resources has been developed and is being implemented as part of this initiative. (Government Goal 6)

The Department will continue discussions regarding the establishment of an Africentric Learning Institute, one of the key recommendations in the *BLAC Report on Education*. (Government Goal 6)

The Department will develop resources to support Mi'kmaq Studies 10 and support Mi'kmaq cultural awareness by working to promote inclusive curricula. (Government Goal 6)

Goal 6: Promote Successful Career Transitions and Lifelong Learning

As part of the strategy to support lifelong learning, the Department will be working to implement the new Nova Scotia School of Adult Learning. The School's main function will be to administer and coordinate, through a partnership with school boards, community colleges and community groups, a system of programs that will create a clear pathway for adults seeking a high school graduation diploma. This system will deliver the courses required for the new adult diploma called the *Nova Scotia High School Diploma for Adults*. (Government Goals 4, 5 and 6)

For the first time, *Career Options*, the labour market handbook for Nova Scotia, will be available online at the department's Web site. This valuable tool assists students and others with career

decision making and transitions. It includes Nova Scotia-specific information on labour market conditions and other descriptive information on the many different occupational areas available in Nova Scotia, including where to receive the necessary education, training and credentials. (Government Goals 4 and 6)

The Department will work with business, labour and training institutions to address skill development issues to meet the needs of the Province's changing labour market. It will continue its work with the federal government and other provincial departments to advance common priorities identified under the Labour Market Development Agreement. In 2001-02, these priorities include: literacy, early years, information technology, youth and skills development. (Government Goals 5 and 6)

Youth Pathways and Transitions initiatives are being developed in senior high schools to support students as they choose pathways to destinations after high school and assists them to make smooth and successful transitions to their desired post-secondary destinations. These initiatives are designed to provide increased support for students throughout their senior high years and at key transition points. (Government Goals 5 and 6)

The Centre for Entrepreneurship Education and Development (CEED) will continue to expand its entrepreneurship programs, including the Open for Business Network which now includes sites in Sweden in addition to eight in Nova Scotia. The Department is exploring a change of status for CEED with its provincial and federal partners in order to ensure maximum efficiency in service delivery. (Government Goals 1, 5 and 6)

The Department is working with colleges in the Atlantic provinces to address apprenticeship training standards focused on providing greater mobility to the apprentice. The Atlantic Apprenticeship Council has partnered on the development of common Atlantic curriculum and approaches to recording progress for the apprentice. (Government Goal 5 and 6)

The Workplace Education program will continue to expand its programs and services to meet the skill needs of the current workforce, to promote labour market attachment and to assist workers in transition. (Government Goals 5 and 6)

6.0 Budgeting Context

Current and Capital Expenditures ($M)	1999-00(a)	2000-01(E)	2001-02 (T)
Education	$1,063.7	$858.8	$888.5
Assistance to Universities	$197.2	$201.2	$201.2
TOTAL	**$1,260.9**	**$1,060.0**[2]	**$1,089.7**

The following schedule illustrates the Estimates of the major program areas of the Department of Education for the 2000-01 and 2001-02 fiscal years. The majority of the budget comprises grants and assistance to external organizations who deliver educational programs and services throughout Nova Scotia.

The core businesses of the Department and their associated Estimates are as follows:

Core Businesses	2000-01	2001-02[3]
Senior Management	$333.0	$383.0
Public Schools	757,071.8	778,810.0
Higher Education/Adult Learning	295,224.7	301,332.0
Corporate Services	7,434.5	9,144.0
TOTAL	**$1,060,064.0**	**$1,089,669.0**

The budget target for the Department of Education increased by $29.7M. In addition to these budget increases, the department has been relieved of the responsibility for funding the $15.6M balance of the Early Retirement Plan (ERP) payments remaining in the department's Education vote.

After review and discussion, the department identified $71.455M of pressures in the Education vote in excess of funding provided in the target, and offset these with $29.913M of opportunities and savings.

Opportunities and savings identified by the department were as follows:

[2]This excludes the amount identified in the Estimates for the TCA adjustment.

[3]These amounts reflect the preliminary target issues as conveyed by the Department of Finance on 01/03/01.

•	ERP payments assumed by Department of Finance	$(15,600)
•	Reduction in facilities cost related to P3	(5,306)
•	Enrolment decline reduction	(3,384)
•	Flow through impact in 01/02 of 00/01 teacher reductions	(2,923)
•	Departmental reductions	(1,500)
•	Reduction in Information Economy Initiative	(1,200)
		$ (29,913)

The increase of $4.819M in University formula funding represents provision of the remaining $4.0M increase from the previous formula funding commitment to Universities.

The reduction in capital funding represents the implementation of government's direction to withdraw from the funding of capital activities of Universities. The commitment of capital funding to St. Francis Xavier University was met during fiscal 2000-01.

7.0 Highlights from Human Resources

Mission
Advance the strategic/business objectives of Government and the Department of Education by providing necessary human resource expertise and support to departmental management.

Goals
1. Develop, in partnership with management, a productive, valued employee team focused on accomplishing the strategic/business objectives of Government and the Department of Education.

2. Develop, in partnership with management, an employee team which reflects Nova Scotia's diverse population.

3. Provide management with human resource services which are effective and practical.

Key Human Resource Initiatives:
- **Provincial Teachers Labour Relations** - Provision of Human Resource Division support in preparation for upcoming Teachers Collective Bargaining which will support the Department's goal "to provide quality public education and training".

- **Occupational Health and Safety Program** - Conclude program implementation to provide the safe/healthy working environment needed for employees to accomplish our business priorities.

- **Corporate Human Resource Priorities** - Continued collaboration with the Nova Scotia Department of Human Resources in implementing and sustaining corporate human resource priorities which strengthen the capacity of government and this Department to achieve their strategic and business objectives. Priorities include: providing support for government's Integrated Management Development initiative (focusing on employee performance management, training and development, succession planning, compensation and diversity management), and employee attendance/disability management.

8.0 Highlights from Information Technology

Information Technology Services (ITS) Division provides the Department with planning, development, implementation, maintenance, and support services in the areas of computer hardware and software, custom applications, local and wide area networks, and information technology training. During 2001-02 the following key initiatives will be undertaken to support Departmental goals.

Key Information Technology Initiatives:

- All schools, libraries, campuses, and learning centres will be equipped with high speed connections to EDnet, providing increased capacity for administrative applications, curriculum delivery, information distribution, and Internet access. As well, technologies such as caching, content filtering, and IP-based video conferencing will be explored and implemented where feasible.

- Building on the technology infrastructure and internal staff capabilities developed over the past year, continue to integrate production systems with the Internet to enable business transactions through the Web, improving client service and the efficiency of administrative operations. The Private Career Colleges Information System will be web-enabled as part of this initiative.

- Working with all areas of the Department, begin the process of re-designing our web site to make it more client-centered, by creating focal points that assemble information and services specific to client group needs.

- The Department is working with Human Resources Development Canada and the provinces and territories to develop an Interprovincial Computerized Examination Management system (ICEMS) to produce, mark, and provide information on the 44 interprovincial (IP) examinations in Canada managed by provincial Apprenticeship Divisions. ICEMS will be implemented in all jurisdictions during the 2001-02 fiscal year.

- Another initiative is the Integrated Data Management Project which was mentioned in the priorities section earlier.

9.0 Highlights from Financial Management

The 2001-02 key Financial Management priorities include:

- To facilitate the transition of the department to the new corporate structure. To ensure that the financial management processes - accounting, forecasting, financial reporting and analysis support management priorities and decision making.

- To interpret accounting for capital assets and school construction and the provision of learning resources to public schools into the financial management process, thereby improving financial control and reporting of expenditures.

- To continue to improve operational efficiency in the use of the Corporate Financial Management System (SAP R/3) to provide timely financial information and the provision of consultative services to senior staff. In anticipation of the impending system upgrade to ensure the department is at the forefront of systems utilization.

- To provide support in the development and implementation of the Integrated Data Management System - in the area of financial administration systems.

Appendix
Outcome Measures

Outcome	Indicator	Measure	Target - 2004/05	Strategies to Achieve Target
Goal 1: Providing quality public education and training				
High achievement and attainment	Student attainment	High School graduation rates	Continue to improve overall graduation rate.	Continue to improve overall graduation rates. Continue to concentrate on secondary completion. Youth Pathways and Transitions as High School Support.
	Student achievement	School Achievement Indicator Program[1]	Test results comparable to Canadian average.	Work with teachers to promote a positive attitude among students to do their best on this national assessment. The assessments are used to gauge jurisdiction performance and not individual achievement.
		Regional Examinations[2]	English 12: 80% Chemistry 12: 60%	Provide reports that identify strengths and weaknesses in student achievement. Provides teachers with information about the examinations and their relationship to the outcomes in the curriculum.
		Percentage of students at or above their peers' reading level three years after completing Reading Recovery ™	Baseline data and target to be developed.	Continue Department's participation in the Reading Recovery ™ program.

Outcome	Indicator	Measure	Target - 2004/05	Strategies to Achieve Target
High quality education and environment.	Class Size	Number of classes with more than 30 students at elementary level.	Baseline data and target to be developed.	Strategy to be developed throughout the fiscal year, after baseline data is established.
Relevant and high quality education and training system	Community involvement in decision making	Percent of schools with school advisory councils	Baseline data and target to be developed.	Work with school boards to ensure target is met.
		Percent of schools with school improvement plans	Baseline data and target to be developed.	Work with school boards to ensure target is met.
		Percent of school boards with business plans	100%	Work with school boards to develop and implement business plan template.
Goal 2: Promoting access to post-secondary education				
High achievement and attainment	Institutional (research) achievement	Value of research grants awarded by national granting councils[3] to Nova Scotia Universities - share of national	Baseline data and target to be developed.	Support universities in their pursuit of research grants.
	Labour market experience	Comparison with Atlantic Provinces of success in finding employment in field of interest by university graduates; trend of success in finding employment in field of interest by community college graduates[4]	Baseline data and target to be developed.	Review the results of Nova Scotia students in comparison with other Atlantic Provinces. Develop strategy as issues are identified.

Outcome	Indicator	Measure	Target - 2004/05	Strategies to Achieve Target
High quality education environment	University student satisfaction	Comparison with Atlantic Provinces of university graduate satisfaction levels with their learning experience[5]	Baseline data and target to be developed.	Review the results of Nova Scotia students in comparison with other Atlantic Provinces. Develop strategy as issues are identified.
Improve access to education and training	Debt level of post secondary education graduates	Comparison with Atlantic Canada of graduate debt levels incurred while attending university at time of graduation[6]	Baseline data and target to be developed.	The Department is exploring options to address the student debt level.
Relevant and high quality training system	Private training industry and partners involved in decision making of changes to the Act and Regulations	Number of schools registered	Baseline data and target to be developed.	The Department will continue to monitor the implementation of the Act.
Goal 3: Accountability				
Efficient use of public financial resources	Use of public financial resources	Administrative spending as a percentage of total expenditures	Baseline data and target to be developed.	Work with school boards to promote the best use of public funds in relation to administrative expenditures.
		Conveyance cost per student transported	Baseline data and target to be developed.	Monitor school board expenditures on conveyance and provide a comparative review.
	Ensuring efficiency in education spending	Cost per standard classroom	Baseline data and target to be developed.	Develop methodology to measure expenditures at the classroom level.

Outcome	Indicator	Measure	Target - 2004/05	Strategies to Achieve Target
Goal 4: Technology as an enabler				
Improve access to education and training	Access to programming	Number of students taking courses on-line	Baseline data and target to be developed.	Strategy to be developed during fiscal year.
		P-12 Student to computer ratio[7]	Baseline data and target to be developed.	Continue our support of the Information Economy Initiative.
	Student access to the education resources on the Internet	Proportion of classrooms with direct Internet access.	Baseline data and target to be developed.	Continue provision and improvements in EDnet services. Continue our support of the Information Economy Initiative.
Goal 5: Addressing diversity through education				
Diverse Curriculum	Integration of race relations and cross-cultural elements in curriculum	Percent of curriculum documents that include race relations and cross-cultural understanding components	Baseline data and target to be developed.	The Department will continue to develop curriculum that supports this outcome.
Equitable access	Access for African-Nova Scotian and Mi'kmaq students	Number of adult literacy programs developed for the Acadian, ESL, Mi'kmaq and African-Canadian community	Baseline data and target to be developed.	Strategy to be developed during fiscal year.

Outcome	Indicator	Measure	Target - 2004/05	Strategies to Achieve Target
Goal 6: Promoting successful career transitions and lifelong learning				
Nova Scotians value, encourage and participate in lifelong learning	Employer involvement in the development of workers	Participation in adult education initiatives	Baseline data and target to be developed.	Strategy to be developed during the fiscal year.
		Participation in workplace education initiatives - individuals - businesses	Baseline data and target to be developed.	The Workplace Education program will continue to expand its programs and services to meet the skill needs of the current workforce.
		Participation in entrepreneurship activities	Baseline data and target to be developed.	The Centre for Entrepreneurship Education and Development (CEED) will continue to expand its entrepreneurship programs.
Nova Scotians value, encourage and participate in lifelong learning	Adaptive workforce	Participation in the Community Learning Initiative, Correspondence Study, GED and other training offered by the Adult Education section of the Department	Baseline data and target to be developed.	The Department will be working to implement the new Nova Scotia School of Adult Learning.

1. Percentage of 16-year old students expected to reach Level 3 on each assessment by 2004-05.

2. Percentage of students passing exam (success rate). Note: for English and French immersion programs only, does not include French First Language programs.

3. Includes Social Sciences and Humanities Research Council, Natural Sciences and Engineering Council, Canada Council on the Arts, Medical Research Council, National Health Research and Development Program.

4. During survey reference weeks only, as reported for graduate class one year after graduation (i.e. 1998 graduates are surveyed in 1999).

5. Data are reported for the graduating class of each particular year based on a scale of 1-5, with 5 being very satisfactory.

6. These average debt levels refer only to those who borrow. Approximately 49% of students graduate debt free.

7. Differing ratios for different grade levels.